



DEPARTMENT OF THE NAVY
COMMANDER
U.S. NAVAL FORCES SOUTHERN COMMAND
FPO AA 34099-6004

REFER TO:
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SECOND ENDORSEMENT on LCDR Randall G. Anderson, 094-66-0947/1320
USN, ltr 10 Dec 01

From: Commander, U.S. Naval Forces Southern Command
To: Commander, Navy Personnel Command (NPC-440C)

Subj: PERSONNEL EXCHANGE PROGRAM END OF TOUR REPORT
(OPNAV 5700-5)

1. Forwarded.

A handwritten signature in black ink, reading "L.E. TANT", is positioned above the printed name and title.

L. E. TANT
Chief of Staff

Copy to:
DAO Uruguay (w/encl)



DEPARTMENT OF DEFENSE
United States Office of Defense Cooperation (ODC)
Montevideo, Uruguay
Unit 4506
APO AA 34035-4506

FIRST ENDORSEMENT on LCDR Randall G. Anderson ltr of 10 Dec 2001

13 December 2001

From: Navy Section Chief, Office of Defense Cooperation Uruguay
To: Commander U. S. Naval Forces Southern Command

Subj: URUGUAYAN NAVAL WAR COLLEGE END OF TOUR REPORT

1. Noted and forwarded.
2. The visit to USN and DoD commands in the US by the UY Naval War College is a highlight of the course and one the most significant Navy-to-Navy engagement activities conducted with the UYNAV. The trip is conducted as part of the Traditional CINC Activities (TCA) program of SOUTHCOM. In an effort to conserve scarce resources, SOUTHCOM TCA personnel have set a \$ 50,000 limit on trips of this nature. With the cost of air and ground transportation totaling more than 35 thousand dollars, the scope of the trip may have to be reduced to comply with the limit. This would be an unfortunate event. It would be preferable to cancel other Navy TCA events if necessary to fully fund the UY Naval War college trip.
3. On many occasions, the director of the UY Naval War College, the class director and members of the class commented on the benefits provided by a USN officer attending the course. Current policy is for a USN officer to attend every other year. The Naval War College director has extended an invitation to the US Navy to send a student every year. I recommend that this invitation be accepted, if possible. This would provide more Navy-to-Navy interaction, allow for turnover from student to student, and would compliment the US Army and US Air Force programs which do provide students every year.


V. E. LAMBERT
CDR USN

10 Dec 01

From: LCDR Randall G. Anderson, USN, 094-66-0947/1320
To: Commander, U.S. Naval Forces Southern Command
Via: Navy Section Chief, Office of Defense Cooperation Montevideo

Subj: URUGUAYAN NAVAL WAR COLLEGE END OF TOUR REPORT

Ref: (a) OPNAVINST 57007.G

1. Overview

The Uruguayan Naval War College underwent a major curriculum change this year. Their equivalent to the Command and Staff Course at the U.S. NWC (*el Curso de Estado Mayor*) was updated and reorganized to reflect more modern war fighting concepts. This course is taught concurrently with a Technical Staff Course (a similar course attended by Admin, Coast Guard, and Engineering Corps Officers) and we were often integrated for subjects of mutual interest. There were 14 students in the *Curso de Estado Mayor* (an Argentine O-5 and I were the only foreign officers) and 4 in the Technical Course. Classes were scheduled from 0900 to 1535 daily, but often didn't start until later and terminated early, depending on the instructor involved. A significant amount of time was spent outside of class researching, writing papers, or preparing Power Point presentations. Each subject block is taught by a different instructor, who is brought in from his normal job for this purpose.

Most of the instructors were Uruguayan naval officers. The rest were civilians. We spent an average of six hours a day in class and quite a bit of time working on presentations outside of class. In addition to the class work, there was major individual research paper assigned to each student early in the course due at the end of the year.

The new course is divided into three major sections: planning, tactics and strategy, and war gaming. The planning section is divided into logistics, personnel administration, intelligence, operations analysis, social psychology, human rights, and international relations/geopolitics. Tactics and strategy is divided into surface ship operations, submarine/anti-submarine operations, naval aviation, mine/countermine operations, amphibious operations, and operational-level strategy. The final part of the course consisted of war gaming. The idea behind this sequence is to gradually build the students' knowledge base up to a level where they can function as an integrated headquarters staff operating at war or a crisis. Four war games were conducted. Of these, one had a national scenario and I was not permitted to participate in it for security reasons. At the mid-point in the course, we conducted a ten day trip to the United States, visiting various naval and joint commands.

There was little opportunity to interact with their operational assets during the course. However, I was afforded the opportunity to fly in one of the Navy's MARPAT aircraft (a C- 12 with a surface search radar installed) and visit one of the ex-French Riviere Class Frigates just before graduation.

2. Results

Since the Uruguayan Navy is not as technically advanced as the U.S. Navy, the Uruguayan Naval War College is not on the same level as the U.S. NWC. Consequently, the principal benefits that the U.S. Navy receives from sending an officer to this billet is a strengthening of the ties between the navies of the two countries by the positive image that the U.S. officer portrays and the knowledge and experience that he shares with his counterparts in the course. Additionally, the U.S. officer develops country and area familiarization.

3. Recommendations

Item. Improvement of the curriculum of the Uruguayan Naval War College

Comment. While much of the content was new, the course's organization was poor. For example, in the first month of classes we studied UN Peacekeeping Operations, followed by Administration and Health of Enlisted personnel, followed by Statistics. This apparent lack of continuity, combined with a lack of a mission statement detailing the goals of the course, led me to conclude that significant work still needs to be done to make this updated course useful. Although the war gamming was run very professionally, I found the scenarios to be completely unrealistic. The scenarios were useless in training the Uruguayan students how to face the kinds of threats real to their geopolitical place in the region. Additionally, even though the course had undergone a major revision, many of the textbooks were still the same photocopied translations of the US NWC manuals used since 1973.

The Uruguayan Navy is quite small and due to budget limitations, the ships do not get underway to the extent that U.S. Navy ships do. Consequently, Uruguayan naval officers have less underway and battle group staff experience than U.S. officers. In spite of this, the majority of the officers who served as instructors were well read and knowledgeable in the materials that they taught.

Recommendation. The Uruguayan Naval War College should be encouraged to continue updating the curriculum and planning scenarios used for the war games. It should also write a mission statement that clearly indicates what product they intend to get out of the *Curso de Estado Mayor*. Although budget limitations in the Uruguayan Navy are an impediment to conducting a major upgrade of the library, the course can be improved significantly with some re-organization such as the elimination of limited use topics like Prospectives and Health Care Administration. Additionally, major strides forward can be made in the war gamming phase if realistic scenarios were developed that

better reflected the geopolitical situation of Uruguay in the region and its true naval and joint warfare capabilities.

Item. Orientation visit to the United States

Comment. During the course, the U.S. Office of Defense Cooperation, Uruguay coordinated an orientation visit to the United States for the students and selected faculty of the Uruguayan Naval War College. This trip was funded by the U.S. Southern Command Traditional CINC Activities budget. Commands visited included the U.S. Naval War College, Surface Warfare Officers School, Submarine School, CINLANTFLEET, Western Hemisphere Group and the Pentagon, as well as individual ships. The trip was extremely valuable in exposing the Uruguayan officers to the U.S. Navy. Since the majority of the senior officers in the Uruguayan Navy are graduates of their Naval War College, this is an effective manner of orientating the future high level Uruguayan Navy leaders with the U.S. Navy and better acquaint them with our society and culture.

Recommendation. Encourage the MILGROUPS/ODCs to conduct orientation visits for war college classes. Officers serving in war college exchange billets can greatly assist the MILGROUP/ODC in the coordination of the visit and serve as an additional escort officer. Funding is available through the regional CINC's TCA budget.

Item. Material from U.S. Naval War College

Comment. The curriculum of the U.S. Naval War College is more current than, and covers material specific to the U.S. military that is not included in, the Uruguayan Naval War College. Consequently, at my request, the College of Continuing Education at the U.S. Naval War College provided me with the books for the Joint Military Operations section of the correspondence course. Since I was attending a foreign war college and receiving JPME phase I credit, they did not require me to enroll in the correspondence course in order to receive the material.

Recommendation. The U.S. Naval War College should formally make available the correspondence course material, particularly the Joint Military Operations and Strategy and Planning books, to students of foreign war colleges. I have left the JMO material for the follow-on USN student. I recommend that he order the S&P material as well.

Item. Long period of time necessary to secure housing

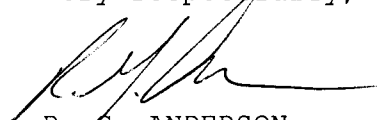
Comment. It can take as long as three months to find suitable housing in Montevideo. My wife and I arrived at the beginning of December and we didn't get settled into our apartment until the end of January. This was not because there was a shortage, quite the opposite, there were plenty of houses available in Carrasco and apartments in Pocitos. The delay was in getting approval from the embassy housing and security authorities to rent the property.

Recommendation. Due to the excessive "settle-in time" it is necessary to arrive in-country at least two to three months before school begins in February.

4. Summary. Navy-to-navy contact between the Uruguay and the U.S. is limited since there is only one U.S. naval officer assigned to the U.S. Office of Defense Cooperation and the only regularly scheduled exercise is UNITAS. Assignment of a U.S. naval officer to the Uruguayan Naval War College on a biennial basis is a valuable manner of increasing these contacts. Exchange billets of this sort provide the officer assigned with an outstanding opportunity for professional and personal development through exposure to the navy and culture of a foreign country.

My assignment as a student at the Uruguayan Naval War College has been full of both rewards and challenges. I have learned a tremendous amount about the Uruguayan Navy, the wonderful people of Uruguay, and their history and culture. I would recommend this experience to anyone with an open mind and a sense of adventure. I have left all my coursework and material in the FAO Office at the U.S. Embassy in Montevideo. CDR Vince Lambert, the Navy Section Chief at ODC, should still be assigned there when the next USN student arrives in late-2002/early-2003. He can answer most of the new student's questions regarding relocation to Uruguay. He can be reached via e-mail at lambertv@montevideo.mg.southcom.mil. If the follow-on officer would like to contact me directly for more specific questions regarding my experience, I would be happy to help in any way possible. I can be reached via e-mail at uruguay01@hotmail.com.

Very respectfully,



R. G. ANDERSON
LCDR USN